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Providing Visual Personality Portraits

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livstyle™

FOR MINISTRY

Personality Portrait for:
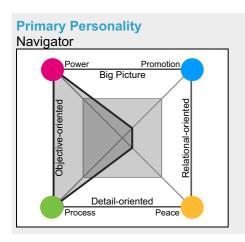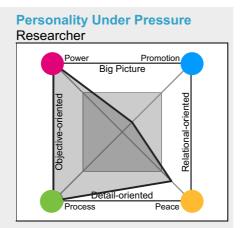
Business Owner
Assessment Date: December 15, 2015

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FOR MINISTRY

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Dashboard Summary

Accuracy of Results   88 %
Moderate Accuracy

Primary Personality
Navigator

Personality Under Pressure
Researcher

Processing Blueprint

10% External	Internal	90%
10% Intuitive	Concrete	90%
90% Cognitive(Head)	Affective(Heart)	10%
0% Spontaneous	Orderly	100%

Motivation: Why

Initiating VS Responsive

80% Activity	Affiliation	20%
90% Power	Compliance	10%
75% Attainment	Recognition	25%

Motivation: How

Initiating VS Responsive

36% Ideas	Direction	64%
55% Freedom	Consistency	45%
25% Self-Affirmed	Other-Affirmed	75%
40% Task Completion	Prefers Process	60%

Decision-Making

Careful 50%	50% Rapid
Outward 10%	Outward 10%
Inward 90%	Inward 90%
Careful 50%	50% Rapid

Fundamental Needs

Significance 5%

Control 37.5%   Security 57.5%

Conflict Management

Collaborating 7%

Accommodating 17%

Compromising 23%

Avoiding 23%

Competing 30%

C.A.R.E. Mindset

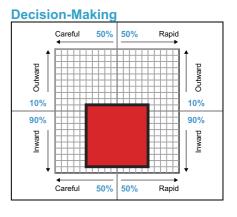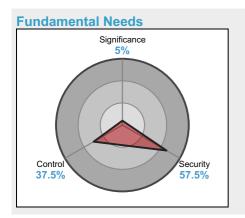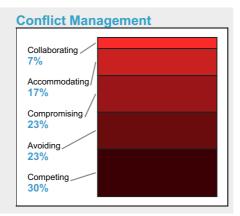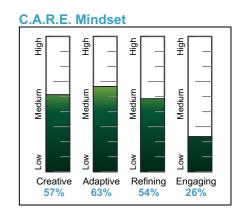| Creative	Adaptive	Refining	Engaging
57%	63%	54%	26%

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Four Dimension Personalities: A Brief Overview

The **'POWER Personality'** is a strong individual that can easily take responsibility in a variety of settings. Others often perceive this kind of person as the obvious choice to lead. However, others may see the 'Power Personality' as overly forceful at times. They are willing to apply the pressure necessary to achieve the results desired. The 'Power Personality', like a hammer, must be used carefully. It can be used to build or destroy. The 'Power personality' correlates with the Classical Choleric, the High "D" on the Performax DISC, the lion in the Trent-Smalley Model and the Powerful Hammer on the Toolbox Analysis.

The **'PROMOTER Personality'** is both flexible and spontaneous, quickly adapting to most any situation. They can talk about anything, anywhere, with or without information and tend to be a people magnet. However, others can view their flexibility as throwing caution to the wind. This personality correlates with the Classical sanguine, The High "I" on the Performax DISC, the otter on the Trent-Smalley Model and the Versatile Army Knife on the Toolbox Analysis.

The **'PEACE Personality'** is among the most docile personalities who desire to keep the peace and have everyone get along with each other. This person hates conflict and does not want to cause problems. Their hesitancy in "speaking up" when doing so is important may lead others to believe that this person is in full agreement. This personality correlates with the Classical Phlegmatic, the High "S" on the Performax DISC, the Golden retriever on the Trent-Smalley Model and the Adaptable Duct Tape on the Toolbox Analysis.

The **'PROCESS Personality'** is the most precise of all the personalities and likes to "get it right." They seem to have a secret rule book in the back of their mind that they live by and want others to live by the rules as well. However, others may become exasperated when expected to comply with their detailed expectations. Learning to be flexible and open to how others view situations may be beneficial to this type of individual. This personality correlates with the Classical Melancholy, the High "C" on the Performax DISC, that Conscientious Beaver on the Trent-Smalley Model and the Precision Tape Measure on the Toolbox Model

A Special Note to Consider: _The Livstyle tools were created with your personal growth in mind. A Livstyle Visual Personality Portrait can describe a person very accurately, but you do possess a uniqueness that cannot be fully captured in a report. There are dynamics in your life that impact your uniqueness that may include maturity, values, spiritual/religious beliefs, culture, and life-changing events. The purpose of this Livstyle portrait is to assist you in the process of gaining self-awareness as well as increasing your understanding of others._

It is very important to recognize that there may be both strengths and shortcomings that are generally true of your personality type but they may not necessarily apply to you. There are many circumstances and variables that contribute to your uniqueness.

We encourage you to put on your 'growth mindset lenses' as you read about yourself and others. Guard against using a Livstyle portrait to put a person 'in a box'. Instead, use your Livstyle portrait to expand your insight and to keep on growing!

Questions Concerning the Accuracy of Results
What does the Accuracy Scale indicate? (At the top right of the Dashboard Summary page)

- A 90% score or higher indicates that the outcome report is an accurate reflection of the person.
- An 80%-89% score indicates that the report is acceptable in the reflection of the person
- A 70%-79% indicates that the outcome report is marginal with a number of statements that may not be an accurate reflection of the individual
- Under 70% is considered invalid and may not be a true reflection of the individual

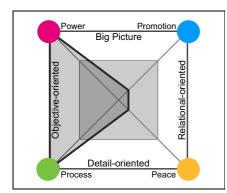### What factors might cause one's Accuracy Score to be lower than anticipated?

- Possessing a dislike for personality assessments or trying to force a preferred outcome.
- Over-analyzing the question, thinking "it all depends" while answering many of the questions.
- Having a high moral compass that results in projecting a moral code onto the preference questions.
- Not taking the assessment seriously and choosing to answer the questions carelessly

Primary Personality Navigator

Personality Category: POWER-PROCESS Personality Mix   *Classical Designation: Choleric/Melancholy Mix*

Navigator

[See the Personality Overview (Page 3) for the names used by other contemporary personality measuring instruments]

Narrative: Individuals with this Power-Process Personality Mix (The Navigator) tend to possess paradoxical and opposite characteristics in their behavior. Navigators are numbered among the strongest of the personality types. There is a desire for tangible results and also a strong, equal desire to attain perfectionist standards. The Navigator is both detailed and possess a strong personality willing to apply the pressure to get the results desired. There is a tendency to drive for results with 'one foot on the gas pedal and the other on the brake'. Business, as a Navigator, may be both aggressive and sensitive at the same time. Decision-making can be restrained by the desire to explore all the possible options before arriving at a conclusive decision. With a strong task orientation the Navigator is apt to implement sound changes with considerable planning ability. However, personal relationships may not receive the important attention necessary to keep a team on the 'same page' as Business in the process of change. Business is inclined to desire freedom to explore and re-check decisions. One caution is that this type of personality may not exercise the concern that is important when operating as a team He may project an aloofness and bluntness at times that may create a distance from associates.

Male Biblical Example: Jacob

Of course we can only take a snapshot based on scant evidence, but this story from Jacob's life is consistent with the behavior of a Navigator. It takes place while Jacob was serving his father-in-law Laban. After the price had been paid for his wives, Jacob continued to serve Laban in exchange for a share in the herds and flocks (Genesis 30). He said (in true Eastern negotiation-style), "Don't give me anything. Just let me pass through the flocks and take the speckled and spotted ones." The terms being set, Jacob then applied principles of selective breeding and his herds grew substantially. Laban, jealous, reversed the terms. Jacob then also reversed the selective breeding process and became enormously successful. This productive thinking accompanied by diligent implementation is exactly what you would expect to see in a Navigator.

1. Dynamic Role In The Body: If possessing the proper skills, the Navigator is capable of improving efficiency and achieving results by initiating changes within an organization. There is a great potential for a vision that can synthesize the facts, events and concepts in order to develop long-range strategies.

2. Emotional Posture: A Navigator may be somewhat restrained in expression and is willing to accept aggression.

3. Driving Ideal: The Navigator likes to develop solutions that are in keeping with proven methods and procedures; may desire to duplicate the conditions for success that were present in someone else's success with a similar venture.

4. Assesses Others By: Their innovative ideas in getting things done and by personal standards.

5. Motivational Style: The Navigator motivates others by setting the pace in developing 'new' approaches and innovation of the 'old'.

6. Relational/Task Orientation: A Navigator is primarily task oriented and enjoys working alone.

7. Teaching Style: The Navigator usually has a strong and assertive teaching style that exemplifies confidence. This person likely has the details and analytical ability to back his position. Others may lose sight of the central issue if there are too many details included in the instruction. There is a natural ability to afflict the comfortable but he may need to place more emphasis on comforting the afflicted. Business is likely to move people to action. Including grace and mercy in the delivery style may allow this kind of personality to be even better at motivating others.

8. Service Opportunities: Being very action-oriented, there is a strong desire for accurate and predictable results. This type of person will gravitate to opportunities with careful planning to make a strong impact.

9. Study Method: Short study periods may give way to many tangents as details are explored, lists are made and interests are magnified-until the abstract thinking is presented with a more measurable opportunity. Navigators are often surprised how quickly others may become disinterested if there is too much emphasis on the details.

10. Prayer: The focus of prayer is likely to be getting results. Because of the natural confidence of this personality type, there might be a great benefit for this person to focus on God's authority, coming to Him in humble request rather than in presumptive confidence. More time should be spent in prayers of praise along with a heartfelt period of self-examination.

11. Preferred Learning Environment: Lectures, sermons and lessons need to be both practical and detailed for Navigators or they lose interest. Discussion groups need to stay on target and provide valuable insight in order to reach him. Once a Navigator finds a group with the right mix, he will want to stay, resisting change or 'shuffling the people'. This personality type

usually prefers a work environment that allows for independent/creative thinking with the power to define goals and procedures. There may be a strong draw to in-depth information that wearies others who enjoy a more relaxed approach.

12. Mobility Preference: A Navigator prefers a mix of being mobile and stationary.

13. Environmental Stressors: Disorganization and the loss of ability to control the quality and direction of the environment will create stress for the Navigator.

14. Over-Uses: The Navigator can exhibit a blunt and critical attitude that may appear aloof or condescending to some people.

15. When Pressured: The Navigator is inclined to strive toward controlling the environment with their details, ambitions and own set of rules. He may want to act independently of a team, or become irritated when restrained.

16. Uneasy When: There is failure to achieve the Navigator's personal standards or when his ability to influence is diminished.

17. Leadership: A Navigator utilizes a cautious nature to keep quality high. He initiates change that may be important in reaching long-range goals. Business, like other Navigators, can often see the 'big picture' and the necessary steps to achieve those objectives. There is a strong focus on practical results: Navigators are eager to get to work, examine details, solve the problems and get on to the next item. There may be a low tolerance for being on committees that move too slowly, are too formal, or conversely, do not look closely enough at relevant details. Other people may be frustrated with the Navigator, because they drive to get results but at the same time want to insure that all of the details. Navigators prefer to serve on event-oriented committees that end when the event is over.

18. Summary of Strengths: Independent, result-oriented, confident, problem-solver and direct.

19. Ministry Preference: Since Navigators desire to be logical, accurate, practical and thorough, Business may function most effectively when the work environment is structured and organized. There may also be a tendency to be a 'take-charge' person that can function best when given independence, problems to solve and challenges to overcome. In the job description, Business may prefer the opportunity to:

· **Analyze**	· **Be accurate**	· **Be in control**	· **Build**
· **Create**	· **Critique & improve**	· **Work with Data**	· **Develop**
· **Direct**	· **Initiate solutions**	· **Organize**	· **Plan**
· **Process**	· **Quality control**	· **Supervise**	· **Manage**
· **Research facts**	· **Solve Problems**	· **Think things through**	· **Decide**
· **Work with Objects**			

20. To Communicate With This Person: Because the Navigator is inclined to be practical, accurate and organized; there may be a tendency to resist change unless the reasons are understood. Provide the rationale for changes and decisions carefully documented with well-researched facts and data. He is probably motivated more by logic than by emotions. Business may also have a role as a change agent when a particular change makes sense. Give him the 'big picture' and then provide explanations.

21. To Disagree With This Person: Because the Navigator is objective-oriented, Give the 'big picture', carefully documented with facts and data that have been well researched. Look for areas of agreement to serve as a foundation to any change being considered. Appeal to this person's logic and do not pressure for an immediate decision. Give time for Business to think through the evidence before expecting a decision to be made.

22. Possible Negative Perceptions This Person Has Of Others: Business is most likely to be offended by public embarrassments and corrections. Those who criticize or correct him publicly are sure to lose his respect. Business may see some people as disorganized, less prepared, less accurate and unproductive.

23. Negative Perceptions Others May Have Of This Person: Others may see Business as very territorial. Conflict may occur over who is in control and who is correct. He may possibly be seen as 'picky' or 'pushy' with a 'know-it-all' attitude. Some may see this type of personality as overbearing, demanding and/or unyielding.

24. Notable Characteristics: A Navigator is inclined to be logical and critical in a personal approach to attain a goal. Problems can be seen as a challenge, requiring unique and analytical efforts. He may be seen as aggressive, systematic, factual and impatient at times. Business is a self-starter who responds immediately to competition, striving to avoid unnecessary risks and/or trouble. He may pick up little nuances and hidden meanings often missed by others.

25. Fundamental Desires/Drive: Business is likely capable to see the 'forest' as well as the 'trees', uncovering more alternatives than associates can imagine. He is typically on a constant quest for something about which to ponder. Business may often be discontented with the past, present and future. He enjoys discovering new possibilities when being allowed to explore and probe.

26. Recommended Improvements: With the Navigator being carefully aggressive, tensely tactful, self-critical and overly

serious, there is a tendency to drive for results with 'one foot on the gas pedal and the other on the brake'. There is a tension between the 'big picture' and getting the details together that may leave this individual struggling with indecision. Never appearing to be fully satisfied with anything, others may see Business as vacillating on a position or reversing a decision. The impact Business has on others is stronger than he may realize. Possessing a strong personality, Business either empowers others or leaves them feeling hurt and criticized. Like other Navigators, Business can at times be overbearing, pushy or insensitive to people. Consideration of other's feelings may be a more positive posture to assume when working together on a common project or objective. Having high standards and being rather critical may be a problem. Focusing on being more practical and learning to settle for a 'good solution' is more beneficial than striving for the 'perfect solution'. It would be helpful to work on cooperation with the team, tact in communication, personal warmth and recognizing that limitations do exist. Business should work on a willing attitude to receive feedback.
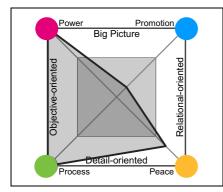
27. How to Supervise and Encourage: The Navigator most appropriately needs a leader who will tap into the creative flow and put his better ideas into practice. He needs a leader who will help get things finished and new projects started. It is important to have a leader that is direct, but equally important, a leader with who Business can be direct. A passive or carefree leader is not going to work. Business needs challenging assignments that will be stimulating. Business may also need a leader that is strong enough to remind him to be soft because of possessing a personality that can have a potent impact on others.

Personality Under Pressure Researcher
Personality Category: POWER-PROCESS-PEACE Personality Mix   *Classical Designation: Choleric/Melancholy/Phlegmatic Mix*

Researcher
[See the Personality Overview (Page 3) for the names used by other contemporary personality measuring instruments]

Narrative: Individuals with this Power-Process-Peace Personality Mix (The Researcher) are typically objective and analytical. They will calmly and steadily pursue a path toward a fixed goal. Business is likely to be successful in many ways, due to a driving determination and persistence to follow through. He tends to seek out goals and purposes with which he can develop an organized plan with definitive action steps. The Researcher tenaciously strives to achieve the defined agendas and objectives. Others may have to be confrontational to change his direction. As a result, Business could be perceived as opinionated and/or stubborn. Individuals with this personality type tend to respond with logic more than with emotions. They do well with challenges where they can use factual data, analyze the information and draw a conclusion. In promoting an idea, Business can be especially successful if there is a concrete product. Preferring to work alone, the Researcher may not be especially interested in pleasing people and may be perceived by others as lacking tact or possibly being too blunt. There is a tendency to evaluate people and ideas on the basis of facts and logic. Consequently, the Researcher's effectiveness in dealing with others can be developed by seeking to be more understanding of people and their emotions.

Male Biblical Example: Jeremiah
The Prophet Jeremiah was an excellent example of the Researcher. He understood clearly that majority opinion did not necessarily reflect God's will. Jeremiah was willing to implement God's instructions even when it appeared to be against all odds. He demonstrated endurance as he faced ridicule and danger for proclaiming God's truth. Deep within this man who wanted to 'get it right' and 'do it right' was a heart of compassion. One of the hallmarks of Jeremiah's personality was his simple response to the things God showed him. Once, God commanded him to buy a silk sash and bury it in the ground. Much later, God sent Jeremiah to retrieve the sash. Once he dug it up, God asked Jeremiah what he saw. Jeremiah replied, "I see a ruined sash." This was exactly what God wanted Jeremiah to see and nothing more. This is the way the Researcher approaches information. Jeremiah understood the extent of God's love for His people. The disobedience of God's people troubled Jeremiah so deeply that it earned him the title of the 'Weeping Prophet'.

   1. Dynamic Role In The Body: Accurate and efficient with detail work, Business does not easily give in to others who may try to divert personal efforts. He works on the task with a strong determination to follow-through individually or with several others.

   2. Emotional Posture: The Researcher is typically self-disciplined, determined and dispassionate.

   3. Driving Ideal: Researchers strive for power in formal roles, positions and authority.

   4. Assesses Others By: Their use of factual and accurate data.

   5. Motivational Style: Researchers advance their agenda with tenacity, determination and the ability to follow-through.

   6. Relational/Task Orientation: Business, as a Researcher personality has the tendency to be very task-driven and result-oriented. He is likely to be detailed and specific rather than global in orientation. Where some individuals see the 'forest', this person sees the specific 'trees in the forest'. Interaction with others can be brief and direct.

   7. Teaching Style: As the term Researcher suggests, Business is likely to do a great job when it comes to finding materials in order to do a thorough job of teaching. Researchers are motivated by a delivery of truth, but are not necessarily the best ones to make applications of that truth for others. They find joy in the teaching and expect that others appreciate the information as much as they do.

   8. Service Opportunities: A Researcher enjoys planning and working behind the scenes, may not necessarily like the hands-on parts of ministry. When they participate in those types of functions, they do it without complaint, but would much rather be planning the next project. Even while they are working, they are looking for ways that the work can be done more effectively.

   9. Study Method: Business, as a Researcher can be quite methodical, going to preferred sources first and working from there. He can enjoy detailed work even when the details may be slightly off-topic. Statistics and facts are appreciated by the Researcher, but information that is not well-supported will be questioned. Researchers tend to be methodical and precise in their study, hoping to have adequate time to prepare effectively. A Researcher most likely prefers working alone on projects without being bothered by small talk or interruptions and in some situations may prefer written communications rather than conversation.

   10. Prayer: A Researcher may not volunteer to pray publicly, preferring the systematic habits of their own prayer life.

Frequently, a Researcher prays for the same people with the same requests, longing for God to answer those requests in clear ways. They may find it difficult to ask God for general things. Maturing Researchers, while willing to make requests, find it easier to pray for others than for themselves.

11. Preferred Learning Environment: Researchers are likely to prefer being in groups that have a focus rather than just gathering together. Productivity is the order of business for him. Groups that use a book or other materials may be preferable to a non-directed discussion.

12. Mobility Preference: Business is apt to be very good at working on one project in one location for long periods of time.

13. Environmental Stressors: Researchers tend to be so objective / task-oriented that interruptions, office politics and talkers usually cause stress. Even though Business may prefer not to be in the 'spotlight' for his personal accomplishments, he does become stressed when there is not an appreciation shown or credit given for hard work. Business may be especially aware of co-workers who fail to pull their fair share of the load.

14. Over-Uses: Bluntness, directness and suspicion of others.

15. When Pressured: Business may tend to internalize conflict, remembering the wrongs that are done to him.

16. Uneasy When: Having to deal with large groups of people or having to promote or sell abstract ideas.

17. Leadership: A Researcher is likely to be a productive leader, keeping activity moving in a timely fashion and by being direct with those who are falling behind. The Researcher typically wants to hear all of the information before any decision is made. He is interested in finding relevant materials, talking to the right people to bring the information together and at finding the right course of action. Researchers aren't necessarily satisfied once the decision has been made, frequently thinking there may be better options. The Researcher may have a lack of understanding for those that aren't as quick to see the right answer, which to him may be obvious.

18. Summary of Strengths: Accurate, efficient, tenacious, productive, self-starting, capable of excellence and thrives on challenge.

19. Ministry Preference: With a desire to be logical, Business is generally motivated to be accurate, practical and thorough in all that is done. He tends to prefer work that is both structured and organized. In the job description, Business may prefer the opportunity to:

· **Analyze**	· **Be accurate**	· **Be in control**	· **Build**
· **Create**	· **Decide**	· **Develop**	· **Direct**
· **Initiate solutions**	· **Manage**	· **Organize**	· **Plan**
· **Process**	· **Quality control**	· **Research facts**	· **Solve problems**
· **Supervise**	· **Work with data**	· **Work with objects**	· **Critique & improve**
· **Think things through**			

20. To Communicate With This Person: Since individuals with this personality are naturally logical, organized and accurate. Business may tend to resist changes or be too rigid unless there is first an understanding of the reasons for the change. Provide the rationale for changes, decisions, or actions through well-researched details, facts and data. Business is most likely motivated by logic and not by emotions.

21. To Disagree With This Person: Carefully document your position with facts and data that have been well researched before asking Business to consider the case. Try not to back him into a corner; rather, give him time to think about the evidence then appeal logically. Avoid public embarrassments and corrections with Business, who already strives for exceptional quality and precision.

22. Possible Negative Perceptions This Person Has Of Others: Business is most likely to be offended by public embarrassments and corrections. Others who criticize or correct him publicly are sure to lose respect. Business may see some others as disorganized, less prepared, less accurate and unproductive. There may be a tendency to be impatient with less organized people. Business may see those with strong personalities as having a 'know-it-all' attitude. Also, he may be concerned with others not having the details to make good decisions.

23. Negative Perceptions Others May Have Of This Person: Others may see Business as overly concerned with petty details, judgmental and critical. Conflict occurs over who is in control and who is correct. Some may perceive him as rigid and unbending at times. It is quite possible that Business might be thought of by others as one who 'bends like a steel post'. It is conceivable that some will see him as a perfectionist.

24. Notable Characteristics: Individuals with this pattern are inclined to be perceived as positive, steady and/or systematic. There is a tendency to be direct and straightforward, 'telling it like it is'. Business, as a Researcher, may be recognized as intellectually curious and challenged by difficult problems requiring 'brain power' and logical analysis. Being patient, controlled, moderate and deliberate, Business may prefer working with things rather than having to influence people. There may be dissatisfaction in the search for the best answer. Business wants to achieve, but may also want to be right. The equal striving for accomplishment and quality often leads others to see him as a perfectionist.
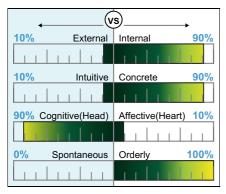
25. Fundamental Desires/Drive: Business is most likely to prefer facts, figures and objects over working directly with people. To be successful, there may be a need to take additional time to weigh the pros and cons of each situation very carefully, thoroughly doing only one thing at a time.

26. Recommended Improvements: Bluntness toward some people may be a problem. There may be a tendency toward perfectionism that keeps the Researcher from ever being completely satisfied with anything. This may give an appearance of being indecisive, vacillating or reversing a decision. Effectiveness would increase with more flexibility, tolerance of others who are different from this person and getting more personally involved with others. Business may need to learn to relax a little and keep a good balance between private life and work.

27. How to Supervise and Encourage: A leader or supervisor needs to use logic rather than an emotional approach with Business. Keep in mind that there may be a preference to work alone on projects and a desire to be given challenging problems along with adequate time to arrive at the best answer. Business may also need a leader that is strong enough to remind him to soften his occasional rigidity when dealing with others.

Processing Blueprint

10% External	Internal	**90%**
10% Intuitive	Concrete	**90%**
90% Cognitive(Head)	Affective(Heart)	**10%**
0% Spontaneous	Orderly	**100%**

This section of the report indicates the following:

1. How Business is Energized [Externally vs. Internally]

2. How Business Takes in New Information [Intuitive vs. Concrete]

3. How Business Makes a Decision [Cognitive vs. Affective]

4. How Business Relates to the External World [Spontaneous vs. Orderly]

Event Input: External Energy vs. Internal Energy

Internally energized and externally energized are two different ways of relating to our environment. A person who is internally energized prefers to focus on the inner world of ideas and thought. Time alone for reflection is important. This person is not necessarily shy or unsociable. However, the externally energized person prefers to focus on people and activities, drawing energy from the external world, or those things in which he is involved.

Externally Energized **10%**	**Internally Energized** **90%**
• Extroverted, Energized by people	• Introverted, Energized by inner experiences
• Acts, then possibly reflects	• Reflects, then possibly acts
• Tends to be friendly and talkative; easier to get to know	• Tends to be reserved and quiet; may be harder to get to know
• Tends to be more expressive and unrestrained	• Tends to be more private and restrained
• Needs engaging activity	• Needs privacy
• Discovers thought as words are spoken	• Thinks before speaking and acting
• May seem shallow to the introvert	• May seem withdrawn to the extrovert
• Processes information outwardly	• Processes information inwardly

Sensory Filter: Intuitive vs. Concrete

At any given time a person is either taking in information or making decisions based upon information already received. Using concrete or intuitive data are two ways of perceiving information. The concrete processor prefers to utilize what can be actually seen, heard, touched, tasted, or smelled, rather then counting on the possibilities of what could be. The intuitive processor prefers to gather information by application and thinking through as many different scenarios as possible.

Intuitive (Possibilities) **10%**	**Concrete (Factual)** **90%**
• Prefers imagining new possibilities and opportunities in life situations	• Prefers handling the practical matters of life situations
• Definitely likes opportunities to be creative and inventive	• Likes things that are definite and can be measurable
• Jumps in anywhere and tends to pass over the steps	• Starts at the beginning, taking one step at a time
• May skip directions and tends to follow intuitive hunches	• Reads instructions and notices the details of a given situation
• Likes change and variety in the job and personal life	• Likes set procedures and the established routines
• Tends to ask "What could I do if there are no limitations?"	• Tends to ask "What do I do in this situation?"

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Sensory Filter: Cognitive (Head) vs. Affective (Heart)

Cognitive and affective are two different ways of making decisions. People use both their head and heart in making Decisions but typically prefer and are better at one over the other. The person that prefers the head (cognitive) function tends to make decisions based on what seems to be logical with objective information. This does not mean that the individual never makes decisions based on his heart (affective). A person that prefers the heart (affective) function in making decisions is likely to be more person-centered and/or value-centered. This does not mean that this person is overly emotional or illogical. It is not suggesting that the individual will never make decision based on his head (cognitive).

Cognitive (Head) 90%	Affective (Heart) 10%
• Decides with the head	• Decides with the heart
• Goes with what seems to make sense	• Goes by a sense of personal convictions
• Concerned for truth and justice	• Concerned for relational harmony
• Objectivity is important	• Emotionally participates
• May seem aloof and condescending to the Feeling-preferred person	• May seem fuzzy-minded and emotional to the Thinking-preferred person

Output Method: Orderly vs. Spontaneous

Orderly and spontaneous reflect different lifestyle orientations by which people relate to the external world. A person who has an orderly preference will generally relate to life by being more decisive, planned, structured, and organized. Whereas, the person who is more spontaneous in preference will generally relate to life by being more flexible, adaptable, curious, and quick to embrace the change that may come his way.

| Spontaneous 0%	Orderly 100%
• Prefers a flexible lifestyle and can adjust with the changes in life's situations	• Prefers an organized lifestyle, tends to organize what is important and may let other things go
• Likes going with the flow and rolling with the punches	• Likes definite order, structure, and knowing what is to happen next
• Prefers to experience life as it happens	• Likes to have life under control and somewhat predictable
• Likes the freedom to be able to explore with minimum limits	• Likes to have clearly defined limits and categories
• Meets deadlines by the last minute rush with a touch of suspense	• Feels comfortable establishing closure and getting something completed
• Fulfills tasks by a last minute sprint to the finish line	• Enjoys deadlines and likes to plan in advance to prevent undue pressure
• May seem disorganized, messy, and irresponsible to the orderly type of individual	• May seem demanding, rigid, and up-tight to the more spontaneous type of individual
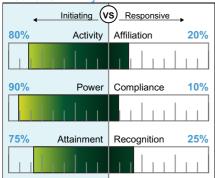
Motivation

The following information indicates the factors that determine WHY and HOW Business is motivated.

Motivation: Why

Initiating VS Responsive		
80% Activity	Affiliation	**20%**
90% Power	Compliance	**10%**
75% Attainment	Recognition	**25%**

Why is Business Motivated?

80% Activity vs. 20% Affiliation
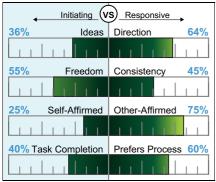Business is more motivated by "what" is being done more than "who" it may involve.

90% Power vs. 10% Compliance
Business is more motivated by a capacity to manage people and circumstances well. This individual is more of an initiator than responder and is likely demotivated by being told what to do and how to do it.

75% Attainment Of Goals vs. 25% Recognition Of Efforts
Business is more motivated by the opportunity to pursue and achieve the valued goal or objective more than being recognized for the efforts made.

Motivation: How

Initiating VS Responsive		
36% Ideas	Direction	**64%**
55% Freedom	Consistency	**45%**
25% Self-Affirmed	Other-Affirmed	**75%**
40% Task Completion	Prefers Process	**60%**

How is Business Motivated?

36% Exchange Of Ideas vs. 64% Receiving Direction
Business is more motivated by receiving direction from others rather than the opportunity to explore, dialogue on ideas, strategies, vision and challenges.

55% Freedom vs. 45% Consistency
Business is more motivated by the freedom and the latitude to make the decisions, adjustments and take action on matters deemed important. This individual is not necessarily as motivated by routines and will often invent new ways to avoid routine.

25% Self-Affirmed vs. 75% Affirmed by Others
Business finds self-esteem more through appreciation, encouragement and support of significant others, rather than experiencing self-esteem based on an internal sense of bringing a valued contribution to the surrounding environment.

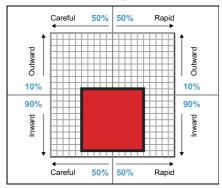**40% Task Completion vs. 60% Prefers Process**
Business is motivated by a preference to do the work well and stay with the process at hand. What is being done and how it is done are both important. Completing the task is not necessary to feel motivated or rewarded. Upon completion of a task or project this individual is usually ready to address the next process.

Decision-Making

People have 4 different ways of processing information and making decisions:

- Outward or Inward Processors
- Careful or Rapid Deciders

Business is an Inward Processor and a Careful/Rapid Decider

Special Note: As the indicator box moves toward the center of the graph quadrants, the individual uses more flexibility and adaptability in the decision-making style. In contrast, when the Decision-Making style is charted almost fully over a single quadrant it may be problematic.

Clockwise from upper left the quadrants indicate:

- Outward/Careful: Indecisive
- Outward/Rapid: Impulsive
- Inward/Rapid: Subversive
- Inward/Careful: Evasive

10% Outward vs. 90% Inward

Outward Processors often utilize interaction with others as a way to process information and arrive at a wise decision. They have a need to communicate their thoughts openly in order to discern which ideas best contribute to a wise decision. It is this interaction with others that allows them to convert an idea to a decision. Others may think this type of person 'thinks out loud', allowing others to hear both their good and bad ideas. Some may get the impression that Outward Processors figure out what they think as they speak. Observers may not fully understand the need for engaging conversation in order for the Outward Processor to organize and clarify the thinking process. When this person is in a leadership role, others cannot always tell whether an Outward Processor is just 'thinking out loud' or making a decision. Thoughts are often discovered as words are spoken.

Inward Processors may unfairly see the Outward Processor as shallow or careless with their thoughts.

Inward Processors usually keep their thoughts private until they are convinced that the ideas are sound. They sort through their thoughts privately, and discern which ideas best contribute to a wise decision. It is in their private world that they can solidify their decisions. Others may think of this kind of person as one who 'holds their cards close' or even is 'uptight' about sharing thoughts. Some may get the impression the Inward Processor is unwilling to take the risk of sharing all their ideas.

Inward Processors may be accused of not being open to the exchange of ideas, failing to fully understand their need for privacy in order to organize and clarify the thought process. In a leadership position others cannot always get a 'reading' on what the Inward Processor is thinking. This type of person is usually only willing to share ideas that they are convinced are wise. Outward Processors may unfairly see the Inward Processor is uninvolved, non-committal, or withdrawn.
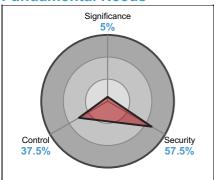
50% Careful vs. 50% Rapid

Careful Deciders usually have to investigate all the options before making a decision, wanting to be certain of the outcome. They tend to go step-by-step with a methodical style of processing information and arriving at a decision. Others may see this kind of person as 'bogging down' the process or as being overly concerned over small matters.

Rapid Deciders have a quick sense of what will work and are able to intuitively process information and arrive at a decision without the need to go step-by-step. Others may see this kind of person as 'rushing to judgment', carelessly making decisions, which may or may not be the case.

Fundamental Needs

There are three fundamental needs that everyone experiences in life. However, one will usually dominate and contribute significantly to a person's outlook, attitude, motivation, and behavior.

Business's primary need is to achieve a sense of **Security (57.5%)**.

His secondary need is to achieve a sense of **Control (37.5%)**.

The following are the fundamental needs:

Significance

Significance comes by way of approval or affection from significant others. It brings a desire for a career setting that has a positive effect on others. This usually comes about through cooperative efforts or association with a particular group of people.

Control

Control manifests itself in efforts to influence or manage circumstances or people. It carries a longing for a setting that will allow the opportunity to control the work setting or have the power to manage people/events.

Security

Security comes by way of acquisition of assets, position, education, or a sense of belonging. Those motivated by security are likely attracted to a career setting that provides for a stable future

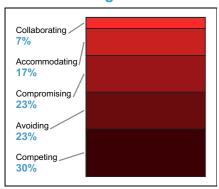## Principles that Apply to Fundamental Needs

- One of the three fundamental needs will be dominant throughout most of the person's life, but many people will identify a secondary need as well.
- Fundamental needs have a significant impact on one's attitude, behavior, and motivation in the work context.
- A mismanaged fundamental need can become a destructive force in any area of life.
- Setbacks may cause a temporary shift away from the fundamental need to the secondary need.
- Identifying a fundamental need can increase the understanding of a person's attitudes, motivation, and behavior.

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Conflict Management

Collaborating **7%**	
Accommodating **17%**	
Compromising **23%**	
Avoiding **23%**	
Competing **30%**	

There are Five Styles of Conflict Management indicated in this report. Your style of dealing with conflict is...

- Primarily **Competing (30%)**
- Secondarily **Avoiding (23%)**

Collaborating

Posture: "I can win and you can win too!"

Attitude: "My preference is... what is your preference?"

Strategy: Gathers information, looks for alternatives, open to dialogue, welcomes varied views and potential disagreement.

Interaction: Focuses on information gathering.

Goal/Relations: This style does not typically create problems, but rather, brings resolution. However, this person may become depressed when others aren't open to the same positive approach.

Accommodating

Posture: "I'll lose so you can win!"

Attitude: "Whatever you say!"

Strategy: Agree, flatter or appease--anything to keep the peace.

Interaction: Very reluctant to enter into a tense dialogue or to gather uncomfortable information.

Goal/Relations: Has a concern for preserving the relationship in the conflict, even at the price of giving up personal desires and goals.

Problem Areas: May be difficult to determine a true position due to the "nice person" posturing or because of "silent lying" - failing to speak up when doing so is important.

Compromising

Posture: "I'll win some and you will win some!"

Attitude: "Ill back off if you do the same." "I'll scratch your back if you scratch mine too!"

Strategy: Bargain, split the difference, reduce one's expectations, there is a "little something for everyone concerned."

Interaction: Tolerates exchange of views but may find it uncomfortable at certain times.

Goal/Relations: Recognizes that it may not be possible to get everything one wants and desires and still preserve the relationship.

Problem Areas: May be difficult to discern this persons perspective possibly due to "silent lying" - failing to speak up when it is important.

Avoiding

Posture: "I don't want to make any waves, so I'll steer clear of conflict."

Attitude: "Conflict? What Conflict?"

Strategy: Flee, deny, ignore or withdraw from the conflicted situation-- which may include "silent lying" to keep peace.

Interaction: Reluctant to enter into any kind of tense dialogue or gather uncomfortable information.

Goal/Relations: Feels at times that it is impossible to accomplish one's goals in a conflicted situation.

Problem Areas: A troublesome style to read, usually including the possibility of denial that there is a problem or placing the blame on others, or "soft shoeing" to keep the peace.

Competing

Posture: "I will win, You will lose!"

Attitude: "Do it my way or not at all." "Its my way or the Highway!"

Strategy: Compete, control, outwit, coerce, fight, force, persist, "stick with it".

Interaction: Authoritarian and possible impatient with dialogue and information.
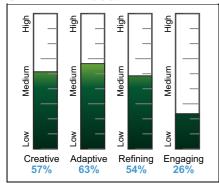
Goal/Relations: Has a high concern for achieving personal goals even at the risk of potentially harming the relationship.

Problem Areas: May not always be aware of, nor demonstrate regard for the feelings of others.

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C.A.R.E Mindset

Creative	Adaptive	Refining	Engaging
57%	**63%**	**54%**	**26%**

There are primarily four preferences or Mindsets in how we go about solving problems and overcoming challenges.

An individual will typically lean toward one or two problem-solving mindset preferences and can benefit by working in tandem with others who bring the remaining preferences to the context

Of the four preferences, this person is...

- Primarily: **Adaptive (63%)**
- Secondarily: **Creative (57%)**

The **Creative Mindset** is able to generate
multiple innovative ideas when other may see only a single solution. Their motto is: "Hey, I have a good idea! I have another good idea!" By thinking outside the box the Creators can identify solutions and ideas often overlooked by others. There is a desire to push past the obstacles, examine new possibilities with a capacity to see challenges from a new angle. There may be a tendency to become overly committed to the creation of 'new ideas' rather than focusing on a single good idea and move toward implementation. Effectiveness will likely increase when one's mental energy is directed toward the refinement and implementation of the ideas. Creators have a need for others in order to refine and execute new ideas

The **Adaptive Mindset** is able to see the value of ideas and concepts in their early stages make the necessary adaptations as well as develop strategies for implementation. Their motto is: "There has got to be a way this can be done, I just have to figure out how to do it." An Adapter is apt to be strategic in one's thinking with the capacity to see challenges from different vantage points. There is an ability to generate strategies to over come the obstacles that seem overwhelming to others. Problems are not perceived as barriers, but rather, obstacles to be overcome. These Adapters possess the ability to focus on many things at one time, moving from one subject to another, which may be a distraction to others involved in the decisions. Effectiveness will likely increase when the Adapter choose to listen carefully to the ideas of others on a work team instead of always thinking ahead of the group and to guard against moving ahead on an idea that has not been adequately refined by an examination of the details.

The **Refining Mindset** is able to recognize details, including procedural flaws, logical defects, and other potential problems that are missed by others. Their motto is: "Measure twice; cut once. Get it right the first time." Refiners are often innovative problem solvers; motivated by a deep desire to get it right by being organized, logical, factual, and precise. The Refiner may challenge ideas and concepts under discussion. Over-exercising the ability to refine may result in a paralysis of analysis. Perfectionism in unimportant details may bog them down and delay or halt the path to progress. Effectiveness will likely increase when there is a willingness to adopt a good idea rather than searching for the perfect idea.

The **Engaging Mindset** possesses a strong drive to implement, execute a concept toward completion and push to get results with out needing to have everything perfectly in place. Their motto is: "You miss 100 percent of the shots you don't take. Just do it!" Because of a 'can do' attitude the Engager may move ahead to implement an idea that may not be completely thought through; ignoring the warning signs and realistic barriers to a successful implementation. Effectiveness will likely increase when the Engager is willing to expend far more patience than they deem necessary in order to explore alternatives and move to an adequate solution to a problem or challenge.

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